



## LEADERSHIP AND GOVERNANCE

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### GOAL 1

Ordinances and policies are clear and easily interpreted by employees, citizens and elected officials


<b>OBJECTIVE A</b>	
Provide consistent responses to citizens regarding ordinances and policies	
Tasks	Accomplishments
1) Minimize regulations where possible	<ul style="list-style-type: none"><li>✓ The County Board, at its June meeting, adopted a resolution to place a temporary moratorium on the Unified Development Ordinance and the Liquor Control Ordinance in relation to outdoor seating and the sale of food and alcohol.</li><li>✓ The County Board approved the County Recorder's new Predictable Fee Schedule that will create standardized fees for filing documents.</li><li>✓ The County Board approved the final draft of the Unified Development Ordinance at the March, 2018 County Board Meeting. Reductions and simplifications to the regulations outnumber increases and regulations by a ratio of 2:1.</li></ul>
2) Enhance and improve the County's website ensuring it is informative, user-friendly with online transaction capabilities and has easily navigable portals	<ul style="list-style-type: none"><li>✓ The Public Health Department and IT Department developed an interactive resource guide for residents needing specific health information regarding COVID-19.</li><li>✓ The Public Health Department and its partners in the IT and County Administration Department have collaborated to create a COVID-19 portal to be a one-stop-shopping experience for residents looking for public health guidelines and other community and volunteer information resources related to COVID-19.</li><li>✓ The County Board passed the amendments to the County's Purchasing Ordinance at its July 2019 meeting. One of the ordinance amendments allows bidders to complete bids with a digital signature so they may complete their bids entirely online.</li><li>✓ A link to McHenry County's Strategic Plan was placed on the homepage to make it easier for the public to find and monitor.</li><li>✓ McHenry County's Information</li></ul>


	<p>Technology Department streamlined the County website so the most frequently accessed information can be accessed within 3 clicks of a mouse.</p> <ul style="list-style-type: none"> <li>✓ McHenry County website analytics will continue to be monitored so users find the most frequently accessed information on the McHenry County website within 3 clicks of a mouse.</li> <li>✓ McHenry County created this Strategic Report Card to increase its transparency and accountability to the public.</li> </ul>
3) Website to be reviewed for accuracy and user-friendliness*	<ul style="list-style-type: none"> <li>✓ Many County Departments have updated their websites due to COVID-19.</li> <li>✓ The Administrative Services Committee discussed developing a sub-committee regarding communications and the County's website.</li> </ul>
<b>OBJECTIVE B</b> 	
Ensure there are no conflicting ordinances	
<b>Tasks</b>	<b>Accomplishments</b>
1) Complete the codification process and work to facilitate intuitive navigation and search functions	<ul style="list-style-type: none"> <li>✓ The County has completed and published its first update of the online County Code.</li> <li>✓ The codification of the County Code was approved on February 20, 2018. It is online and searchable.</li> <li>✓ As Ordinances are revised or adopted, they are forwarded to the codifier for updating.</li> </ul>
<b>OBJECTIVE C</b> 	
Increase County government's language capacity*	
1) Survey various County departments regarding their contact with non-English speaking community members and their staffing needs to improve their engagement.*	<ul style="list-style-type: none"> <li>✓ The County has conducted a preliminary internal multi-lingual survey to assess its capabilities and resources across its various departments.</li> </ul>
2) Review the County's ability to provide interpretation services and translation of documents.*	<ul style="list-style-type: none"> <li>✓ McHenry County and its partners in the Joint Information System (a network of public information officers across governmental bodies and hospitals) have been mindful of linguistic needs across the County, and developed a multi-lingual #stayhomemchenrycounty video.</li> <li>✓ The County is promoting the 2020 Census in Spanish by developing outreach materials including promotional videos like this:  <a href="https://www.facebook.com/McHenryCountyGov/videos/616892889060820/">https://www.facebook.com/McHenryCountyGov/videos/616892889060820/</a></li> <li>✓ Elected Officials and Department Heads have informally discussed the County's ability to provide interpretation services</li> </ul>

	and the translation of documents at an Elected Official/Department Head Meeting.
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## GOAL 2

Identify and prioritize citizen expectation and provide services efficiently in order to operate at the lowest possible tax levy

<b>OBJECTIVE A</b> 	
Facilitate and explore collaboration/consolidation with other units of government	
Tasks	Accomplishments
1) Collaborate with other government entities on tax control	✓ The County is continuously implementing the directives of the STARFIRE initiative.
2) Explore smart consolidation where there is synergy (i.e., sanitary, fire districts)	✓ The Lake in the Hills Sanitary District sent out a Request for Proposals, and it is in the process of selecting a firm to prepare the Capacity, Management, Operation and Maintenance Report. This will be done in partnership with the Villages of Crystal Lake, Lake in the Hills and Huntley. ✓ One position from the Regional Office of Education and one from the State's Attorney's Office were consolidated into a single position.
3) Explore how towns and townships can collaborate or work closely to maximize or share resources	✓ The Joint Information Center (a network of public information officers across governmental bodies and hospitals) activated to coordinate messaging across the County during the COVID-19 pandemic. In late August, the JIC stood down though will reconstitute should the need arise. ✓ Phase II of the (CMAP) Coordinated Investment Study has begun, and it is targeted to conclude in 2020. The study will look at opportunities to share services and assets and achieve efficiencies. ✓ The County Board renewed its intergovernmental agreement with the Village of Trout Valley to perform building permit review, inspection and related services for the Village. ✓ See Goal 3 ✓ The County engaged a lobbyist to assist the Sheriff's Office with obtaining funding for the joint law enforcement training center concept. A formal white paper and request have been submitted our congressional delegation.

	<ul style="list-style-type: none"> <li>✓ McHenry County Board approved an intergovernmental agreement (IGA) with the Village of Algonquin regarding the constructing and sharing of a salt dome.</li> </ul>
4) Work to capitalize on available community talent and expertise including exploring a Community Leadership Academy, facilitating a pipeline for volunteers, and developing enhanced citizen engagement opportunities	<ul style="list-style-type: none"> <li>✓ The County developed a portal for McHenry County residents to volunteer to serve during the COVID-19 pandemic.</li> <li>✓ On October 16<sup>th</sup>, the Ad Hoc McHenry County Complete Count Committee (MC4) received an official training by the United States Census Bureau to best promote the United States Census.</li> <li>✓ The MC4 had its first meeting on September 11, 2019, and then a successful Census rally on September 25, 2019. Approximately 50 people attended.</li> <li>✓ The County Board passed a resolution supporting the 2020 U.S. Census and creating the (MC4) at its September 2019 meeting. The MC4 is comprised of various elected officials, community leaders and other community talent to promote participation in the 2020 U.S. Census.</li> </ul>
5) Develop plans to facilitate the potential dissolution of township(s) into County*	<ul style="list-style-type: none"> <li>✓ County Administration prepared a report of considerations related to township dissolution and submitted it to the County Board for consideration.</li> <li>✓ County Administration has worked with the County Board Standing Committees, the McHenry County Division of Transportation, several townships, and the Chief County Assessment Officer to develop a list of questions which has been consolidated into a draft report of questions and delivered to the County Board for additions.</li> <li>✓ County staff has met with representatives from McHenry Township to explore the operational questions and considerations as they relate specifically to McHenry Township.</li> </ul>
<b>OBJECTIVE B</b> 	
Commit to ongoing steps for careful financial management/monitor tax requirements	
<b>Tasks</b>	<b>Accomplishments</b>
1) Address overall financial requirements and explore approaches to revenues streams while working to reduce the County's share of the property tax component	<ul style="list-style-type: none"> <li>✓ The County Board voted to accept an additional \$38,800 from the State of Illinois to fund the 22<sup>nd</sup> Judicial Circuit Family Violence Coordinating Council Program.</li> <li>✓ McHenry County Health Department has applied and been notified of an award of <b>\$2,861,712 in new funding for COVID-19 contact tracing from the Illinois</b></li> </ul>

	<p><b>Department of Public Health.</b> These funds will augment the department's current contact tracing program and help prevent the spread of COVID-19 in McHenry County.</p> <ul style="list-style-type: none"> <li>✓ The McHenry County Board voted to accept an additional \$40,000 from the State of Illinois to support response to the 2020 Census. The results of the 2020 Census will impact the non-property tax funding McHenry County will receive for the next 10 years.</li> <li>✓ At its May 2020 meeting, the County Board resolved to implement the Families First Coronavirus Response Act. This would grant employees who become sick with COVID-19, have a family member who is sick with COVID-19 or have a child without childcare the additional time off at 2/3 pay. This pay would be eligible for reimbursement by the federal government instead of borne solely by McHenry County.</li> <li>✓ McHenry County is tracking COVID-19 expenses for possible reimbursement from FEMA.</li> <li>✓ McHenry County was awarded \$40,000 in grant funding by the Illinois Department of Human Services to encourage and facilitate its residents' participation in the 2020 Census. Numbers for the 2020 Census will impact federal and state funding for McHenry County for the next decade.</li> <li>✓ The County Board voted at its November 2019 meeting on a new and reduced budget making the 10% cut permanent.</li> <li>✓ McHenry County mailed out nearly 48,000 checks totaling more than \$8.5 million for the Valley Hi Nursing Home Rebate.</li> <li>✓ The County Board voted to rebate \$15,000,000 to homesteaders from the Valley Hi Nursing Home Fund.</li> <li>✓ The Mental Health Board (MHB) paid off its bond obligations approximately 5 years ahead of schedule saving \$200,000 in interest. By releasing the debt bond obligations, the restrictions on the MHB facility have been loosened so the MHB can increase rents, which will generate revenues needed to operate and maintain the facility.</li> <li>✓ The County Board accepted the Fiscal Year 2017 State Criminal Alien Assistance</li> </ul>
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	<p>Program (SCAAP) Award in the amount of \$121,058 at its February 2019 meeting.</p> <ul style="list-style-type: none"> <li>✓ The County Board agreed to use a loan against the RTA Fund Revenue to fund an expenditure of over \$1 million dollars. Taking a loan against the RTA fund will save money the County would otherwise have paid in interest on a commercial loan.</li> <li>✓ The County Board voted to accept the State of Illinois Emergency Management Performance Grant Program Agreement for FY2018, which would use non-property tax dollars to fund portions of the County's Emergency Management program.</li> <li>✓ The McHenry County Board has <b>reduced and/or abated taxes by <u>more than \$18 million</u></b>. The McHenry County Board has not taken the CPI (a tax increase based on inflation) for the 8<sup>th</sup> year in a row as of its November 19, 2019 meeting.</li> <li>✓ The Finance &amp; Audit Committee approved the utilization of bank interest generated by the Revolving Loan Fund to offset routine administrative costs of the Revolving Loan Fund Program.</li> <li>✓ The County Treasurer implemented a new investment philosophy that is generating significantly higher bank interest returns.</li> </ul>
2) Be leaders among other units of local governments in financial management and tax burden	<ul style="list-style-type: none"> <li>✓ The County Board approved at its November 2019 meeting, a new and reduced budget that will permanently cut its tax levy by 10%.</li> <li>✓ The McHenry County Board voted to join the Illinois State Association of Counties, a new association that will strive to represent the interests of all counties in Illinois to Springfield.</li> <li>✓ McHenry County has become an example to other local governments by exceeding its commitment to drop its tax levy by 10%.</li> </ul>
3) Explore and identify methods to increase efficiencies in the tax collection and distribution role/processes that are the responsibility of the County	<ul style="list-style-type: none"> <li>✓ The McHenry County Treasurer has enhanced her website to allow taxpayers to opt-in to receive friendly electronic property tax reminders. This will help save costs by cutting down the number of certified notices that may be required.</li> </ul>
<b>OBJECTIVE C</b> 	
Analyze County services and undertake program evaluation	
<b>Tasks</b>	<b>Accomplishments</b>
1) Analyze the core services and functions of the County; explore, refine and confirm the scope of the County's role, mission and	<ul style="list-style-type: none"> <li>✓ The County Board engaged in a Strategic Plan Retreat on May 23<sup>rd</sup> to clarify</li> </ul>

service profile with reference to strategic priorities and available resources	<p>expectations and update priorities for the completion of the 2017-2020 Strategic Plan.</p> <ul style="list-style-type: none"> <li>✓ The Risk Management Department performed a thorough evaluation of insurance needs during the renewal process for the McHenry County 2019 Property and Casualty Insurance Program.</li> <li>✓ McHenry County Board passed the FY2019 Budget that identifies the core services and functions of the County.</li> </ul>
2) Analyze and explore “smart design or consolidation” of organizational units and functions (i.e., work to promote and create a highly effective and leaner government and organization where practicable and possible)	<ul style="list-style-type: none"> <li>✓ Health Administration moved into the remodeled Administration Building so County personnel and services could be relocated from Annex B, an aging County building that was later demolished.</li> <li>✓ The 22<sup>nd</sup> Judicial Circuit is collaborating with various County Offices and community partners to develop a DUI Court that will focus on high risk, repeat felony DUI offenders. DUI Courts are a proven strategy for rehabilitating repeat DUI offenders, and the Circuit has been awarded a \$490,631 grant to pay for the costs of the program for the next four years.</li> <li>✓ Facilities Management, through investment in improved building automation systems, low energy fixtures and LED lighting, has improved the Administration Building’s Energy Star score from 67 to 79, meaning it uses 28% less energy and performs better than 79% of similar buildings nationwide.</li> <li>✓ The County Board approved a new configuration of the Auditor’s Office that transfers accounting and financial reporting functions to the Finance Department providing greater segregation of duties and the opportunity for the County Board to receive monthly financial and budget versus actual reports.</li> </ul>

#### **OBJECTIVE D**

Assess and analyze County Government processes and structure


<b>Tasks</b>	<b>Accomplishments</b>
1) Redefine governance processes and procedures in anticipation of a possible reconfiguration or reduction of County Board size; study functionality/structure of a smaller County Board	<ul style="list-style-type: none"> <li>✓ The County Board passed an ordinance in September of 2018 setting the number of members of the McHenry County Board. This ordinance will reduce the number of board members from 24 to 18 commencing with the 2022 election.</li> <li>✓ The County Board convened a special meeting and elected to place two referenda on the ballot to ask the voters whether the</li> </ul>



	County Board Chairman and County Board Members should have term limits.
2) Explore efficiency measures related to the County Board's processes and procedures	<ul style="list-style-type: none"> <li>✓ Three Ordinances were approved by the County Board at its March meeting that streamline the process to renew some liquor, raffle, poker run and coin-operated entertainment, amusement and recreation device licenses by making Committee recommendations on licenses optional.</li> <li>✓ The County Board has consolidated two committees, the Internal Services and Facilities Committee and the Human Resources Committee into one committee, Administrative Services. The Board has also combined the Law &amp; Government Committee and the Liquor and License Commission into one committee. The reduction of committees is expected to streamline the legislative process.</li> <li>✓ The County Board has increased the number of members serving on each committee from seven to eight. This will make it so each Board Member serves on two committees. Also, the increased number of members on each committee will help keep more board members involved in the decision-making at the committee level.</li> <li>✓ The revised Purchasing Ordinance reduces the number of procurement resolutions that require County Board review and approval, thus making meetings more efficient.</li> </ul>
3) Explore efficiencies and examine impact of consolidation or elimination of County-wide elected offices or other functions where practical	<ul style="list-style-type: none"> <li>✓ The voters of McHenry County passed the binding referendum to consolidate the Offices of County Clerk and Recorder passed on the ballot by the County Board.</li> </ul>

### GOAL 3

Lead and facilitate intergovernmental cooperation in McHenry County

<b>OBJECTIVE A</b> 	
Explore joint service arrangements with other local governments	
Tasks	Accomplishments
1) Work to expand existing shared services and IGAs	<ul style="list-style-type: none"> <li>✓ At its October 2019 meeting, the County Board approved the Division of Transportation's (MCDOT) and Nunda Township's IGA where the township would be paid to maintain the non-dedicated</li> </ul>





	<p>subdivision roads within its territory during the winter.</p> <ul style="list-style-type: none"> <li>✓ The County Board approved the MCDOT and the Village of Lake in the Hills' (VLITH) IGA at its July, 2019 meeting. The IGA has MCDOT and VLITH share a compensatory storage site as part of their mandatory stream bank restoration project. It will reduce costs for both entities as they perform their construction work in the Randall Road area.</li> <li>✓ The County Sheriff's Mutual Aid Agreement with the Sheriff's Office of Walworth County, WI was approved by the County Board at its January 2019 meeting.</li> <li>✓ The County Sheriff proposed an Intergovernmental Agreement for Dispatching Services with the Village of Lakewood, which was approved in the County Board's April meeting.</li> <li>✓ The County Board adopted the Resolution Authorizing an Intergovernmental Agreement between the County of McHenry and the City of Woodstock for the McHenry County Narcotics Task Force.</li> <li>✓ The Sheriff's Office, the McHenry County Conservation District and the Illinois Department of Natural Resources have coordinated to provide a free boat safety inspection on July 21, 2018.</li> <li>✓ The Public Health Department organized the 10<sup>th</sup> Annual MAPP on June 20, 2018 where the Public Health, Mental Health Board and Department of Transportation as well as the County's partners in the private sector presented on issues affecting the health of McHenry County Residents.</li> <li>✓ The County Board approved an intergovernmental agreement (IGA) between the County and the Crystal Lake Park District for the Stern's Fen Restoration- Phase II Project.</li> <li>✓ McHenry County Board and the Village of Algonquin approved an IGA that will maximize efficiency by constructing and sharing a salt dome with the Village of Algonquin to keep salt prices constant. The IGA will also keep salt supplies available during salt shortages and make salting operations efficient as more than 40% of winter maintenance operations occur south eastern McHenry County.</li> </ul>
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	<ul style="list-style-type: none"> <li>✓ The County Board renewed its intergovernmental agreement with the Village of Trout Valley to perform building permit review, inspection and related services for the Village.</li> </ul>
2) Inventory existing shared services and IGA's; enhance collaboration and explore joint services through intergovernmental cooperation, coordination and other forms of partnerships to maximize the use of governmental assets and resources	<ul style="list-style-type: none"> <li>✓ Chairman Franks has created an ad hoc committee to promote participation in the 2020 Census. This committee includes County Board, municipal, township, library district, park district, school district, religious, and other community leader membership.</li> <li>✓ County Administration has created an inventory of all Intergovernmental Agreements (IGAs), which is being routinely updated.</li> </ul>

## GOAL 4


Improve the implementation process of decisions made by the County Board and committees


<b>OBJECTIVE A</b> 	
Enhance and improve legislative efficiency and dynamics	
<b>Tasks</b>	<b>Accomplishments</b>
1) Work to create a trusting and effective working environment among the Board, giving credence and respect to the deliberations and decisions at the committee level and board level; commit to making things happen for the benefit of the stakeholders we serve	<ul style="list-style-type: none"> <li>✓ The County Board, while updating its Strategic Plan, requested that staff provide the outcome of votes on resolutions at the standing committees so members may better follow up with committee members and better understand the issues at County Board Meetings. Staff will be providing this information going forward.</li> <li>✓ McHenry County has amended its committee structure to increase from seven members to eight members. This enables more board members to be involved in the decision-making at the committee level, which will increase trust and effectiveness.</li> <li>✓ The County Board reduced the number of standing committees from eight to six.</li> </ul>
<b>OBJECTIVE B</b> 	
Communicate status and follow-through of projects	
1) Track and measure implementation and oversight of capital and other significant projects	<ul style="list-style-type: none"> <li>✓ The individual items on the County Board Agenda state their relationship to the Strategic Plan key areas.</li> <li>✓ Capital Project Update is a standing item on the Administrative Services Committee Agenda.</li> </ul>

2) County Administration Staff to provide a regular update to Law & Government/Liquor Committee on legislation that affects McHenry County*	✓ Staff has been providing monthly legislative reports to the Law & Government/Liquor Committee.
3) Departmental Communications Officers to address Administrative Services*	✓ McHenry County communications officers reported to the Administrative Services Committee at its January 2020 meeting.

## GOAL 5

### Enhance Public Confidence

<b>OBJECTIVE A</b> 	
Earn public confidence in Board decisions and the County direction	
Tasks	Accomplishments
<ul style="list-style-type: none"> <li>✓ No specific tasks identified in the Strategic Plan</li> </ul>	<ul style="list-style-type: none"> <li>✓ The McHenry County Board approved a 90-day waiver of late fees and interest on the second installment of property taxes. First installment property taxes are still due on September 15, 2020.</li> <li>✓ The County voted to extend its Zencity software another six months at its July 2020 meeting. The County has acquired Zencity software to help quantify public opinion and concerns and respond accordingly maintaining public confidence in Board decisions and the County direction.</li> <li>✓ In November of 2019, the County Board approved a new and reduced budget that will make the 10% cut made and retained over the past two years permanent.</li> <li>✓ The McHenry County Board revised Ethics Ordinance to prohibit sexual harassment.</li> <li>✓ The County added video streaming to its standing committee meetings.</li> <li>✓ The McHenry County Board has <b>reduced and/or abated taxes by <u>more than \$18 million</u></b>. The McHenry County Board has not taken the CPI (a tax increase based on inflation) for the 8<sup>th</sup> year in a row as of at its November 19, 2019 meeting.</li> <li>✓ The County Board passed the FY 2018 Budget which reduces the property tax by 11.2%, well over the 10% reduction promised, demonstrating its commitment to keeping its promises.</li> <li>✓ The County implemented audio and video streaming and recording for County Board Meetings and audio streaming and recording for standing committees, Senior Services Grant Commission, Zoning Board</li> </ul>

	<p>of Appeals, Stormwater Commission, and Historic Preservation Commission.</p> <ul style="list-style-type: none"> <li>✓ The availability of audio and video streaming and recording for County Meetings promotes greater transparency and accessibility and allows the public to hear the County Board's deliberations and debate of public policy.</li> </ul>
<b>OBJECTIVE B</b> Establish a respectful working environment between the County Board and staff 	
<b>Tasks</b>	<b>Accomplishments</b>
1) No specific tasks identified in the Strategic Plan	<ul style="list-style-type: none"> <li>✓ In November of 2019, the County Board voted to increase the County's competitiveness as a workplace by passing a program to provide qualifying employees with capped student loan and/or tuition reimbursements.</li> <li>✓ The County Board celebrated Employee Appreciation Week with staff by sharing breakfast with employees who have worked for the County for over twenty years.</li> <li>✓ The County Board adopted a resolution implementing recommendations of compensation study to ensure that the County wages are competitive with those of counterparts in the private and public sectors.</li> </ul>

Items that are followed with an asterisk (\*) are Action Items that the County Board articulated when it reviewed the Strategic Plan in 2019.